ANNEX E (PERSONNEL) to TRADOC Mobilization and Operations
Planning and Execution System 1-97 (TMOPES 1-97)

REFERENCES:

     AR 135-210, Organization and Functions of National Guard
      Bureau
     AR 310-49, The Army Authorization Documents System (TAADS)
     AR 601-50, Appointment of Temporary Officers in the Army of
      the United States Upon Mobilization
     FM 12-6, Personnel Doctrine
     DA Pam 600-72, Army Manpower Mobilization

1. SITUATION.

     a. Enemy Forces. ANNEX B, Intelligence.

     b. Friendly Forces. (See basic plan).

     c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC provides manpower and personnel
service support for military operations or contingencies,
mobilization, deployment, demobilization, and all other TRADOC
missions to include exercises.

3. EXECUTION.

     a. Concept of Operations.

          (1) The personnel service support structure at all
TRADOC organizational levels assists in mission execution.
Deputy Chief of Staff for Base Operations Support (DCSBOS)
delegates various authorities to execute this mission IAW this
annex and as personnel support requirements develop.

          (2) DCSBOS develops personnel support policy for
execution by TRADOC subordinate commands, installations, schools
and activities.

          (3) DCSBOS disseminates adjustments to this plan when
required by operational or contingency changes or when directed
by HQDA.

          (4) DCSBOS derives personnel requirements from
operational requirements established by the operation or
contingency. Report personnel requirement shortages to HQ
TRADOC, ATTN: ATCS-EOC.

          (5) Personnel sources available to TRADOC organizations
are: Trained manpower--active Army, civilian personnel, Reserve

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Component, and Army retired members; Non-Pretrained--volunteers,
temporary appointments, conscripts, and contractors.

     (6) DA Pam 600-72, Army Manpower Mobilization, contains
detailed information on personnel mobilization.

  b. Tasks.

     (1) DCSBOS.

     (a) Ensure appropriate TRADOC installations are prepared
to conduct CONUS Replacement Center (CRC/Individual Deployment
Site (IDS) operations and serve as coordinator and executing
agent for all CRC operational issues.

     (b) Coordinate with DA DCSPER exercise locations and
participating units. Review exercise operations and serve as
executing agent for after-action review assessments.

     (c) Ensure development and execution of TRADOC policies
regarding Casualties and Mortuary Affairs. (See Appendix 5, this
ANNEX)

     (d) Maintain oversight of the storage and issue of
equipment and clothing in support of CRC operations.

     (e) Provide policy and guidance to TRADOC installations
for accounting and strength reporting for Active Component (AC),
Reserve Component (RC), Department of the Army Civilians,
contractor and Red Cross civilian personnel. (See Appendix 1,
this ANNEX)

     (f) Ensure each TRADOC installation has adequate family
support and information services. (See Appendix 6, this ANNEX)

     (g) Ensure each TRADOC installation has adequate postal
services for all personnel assigned permanently or temporarily.
(See Appendix 7, this ANNEX)

     (h) Serve as liaison between TRADOC Installations, other
Major Army Commands (MACOMs), and HQDA on CRC operations.

     (i) Coordinate with Total Army Personnel Command
(PERSCOM) to submit Non-Unit Related Personnel (NRP) taskings to
TRADOC installations.

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        (j) Coordinate personnel operational and mobilization
planning and execution throughout TRADOC, and with U. S. Army
Forces Command (FORSCOM) and U. S. Army Reserve Command (USARC).
        (2) Installations.

        (a) Process units and individuals for deployment as
directed by proper authority.

        (b) Installations with CRC missions establish and
operate such centers when directed by HQ TRADOC.

        (c) Forward request to activate assigned Individual
Mobilization Augmentee (IMA) soldiers to HQ TRADOC, ATTN: ATCS-
EOC. IMAs are involuntarily ordered to active duty only after a
Presidential Selected Reserve Call-up (PSRC) or partial
mobilization has been declared, subject to strength ceilings.
Upon full or total mobilization, U.S. Army Reserve Personnel
Center (AR-PERSCOM) orders all IMAs to active duty.

        (d) Report personnel shortages or supplemental personnel
requirements, with justification, to HQ TRADOC, ATTN: ATCS-EOC.

        (e) Forward requests for recall (voluntary or
involuntary) of retirees necessary to support an operation at
less than full mobilization to HQ TRADOC, ATTN: ATCS-EOC.
Requests must include the number of requirements by grade,
Military Occupational Specialty (MOS)/Area of Concentration
(AOC), any specific additional skills required, and
justification.

        (3) When tasked by DCSBOS, installations, schools,
agencies, and subordinate commands, provide individuals in
support of Army operations.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND CONTROL. (Also see basic plan).

    a. USAR Personnel Replacement Battalions (PRBs) come under
command and control of TRADOC installation commanders upon
arrival at their mobilization site.

    b. All military personnel, AC and RC, are under Uniform Code
of Military Justice (UCMJ) authority of the installation
commander to which assigned.

    c. Upon arriving at mobilization sites, mobilizing civilians
are under the control of the installation commander.

ANNEX E (PERSONNEL) to TRADOC Mobilization and Operations
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                              HARTZOG
                              GEN

OFFICIAL:

WAINWRIGHT
Acting Deputy Chief of Staff for Base Operations Support

Appendixes:
    1 - Personnel Accounting and Strength Reporting
    2 - Military Personnel Management
    3 - Civilian Personnel Management
    4 - Replacement Operations
    5 - Casualty and Mortuary Affairs Operations
    6 - Community and Family Support
    7 - Postal
    8 - Demobilization

Appendix 1 (Personnel Accounting and Strength Reporting) to ANNEX
E (PERSONNEL) to TMOPES 1-97

REFERENCES:

    AR 310-10, Military Orders
    AR 600-8-6, Personnel Accounting and Strength Reporting

1. SITUATION.

    a. Enemy Forces. (See basic plan).

    b. Friendly Forces. (See basic plan).

    c. Assumptions.

        (1) The current Standard Installation/Division Personnel
System (SIDPERS) is the official source for strength data until
the Total Army Personnel Data Base (TAPDB) or another system
replaces it.

        (2) The Civilian Personnel Directorate (CPD), DCSBOS,
accounts for DA civilian personnel deploying to a theater of
operations from TRADOC installations or activities. Based on
guidance received from CDR PERSCOM, CPD designates procedures
followed for reporting civilians deployed to a theater of
operations by TRADOC.

2. MISSION. On order, TRADOC provides strength accounting for
the headquarters and all TRADOC subordinate agencies supporting
an approved operation or contingency, a Presidential Selected
Reserve Call-up (PSRC) or higher level of mobilization.

3. EXECUTION.

    a. Concept of Operations.

        (1) General.

        (a) When a PSRC or partial mobilization is authorized,
TRADOC installations access all activated Reserve Component (RC)
soldiers to SIDPERS-AC within 24 hours of their arrival at the
mobilization station. This process assigns the appropriate
Personnel Mobilization Category Code to the newly activated RC
soldier. (See Tab A to Appendix 1 to ANNEX E to AMOPES)

        (b) U.S. Army Reserve Personnel Command (AR-PERSCOM)
provides personnel data on Individual Ready Reservists (IRR) to
the mobilization site.

(c) Installations receive personnel data prior to the arrival of a Reserve unit or Non-Unit Related Personnel (NRP).

(d) DA DCSPER achieves 100 percent visibility of all available active army assets as rapidly as possible.

(e) Installation mobilization plans include identification of installation Table of Distribution and Allowances (TDA) derivative Unit Identification Codes (UICs) to account for soldiers reassigned from deploying units, whether Active Component (AC) or Reserve Component (RC). Installations assign non-deploying soldiers to vacant positions on the installation TDA or to derivative TDA which are designated for specific missions such as supporting deployed soldiers' family members. All derivative TDA are preregistered in The Army Authorization Documentation System (TAADS), IAW AR 310-49. Installations must register derivative TDA in TAADS prior to using them.

(f) Installations process DA civilians identified for deployment IAW DA PAM 690-47, DA Civilian Deployment guide and supported CINC directives.

b. Tasks.

(1) Installations.

(a) Report daily strength to CDR FORSCOM IAW FORSCOM Mobilization and Deployment Planning System (FORMDEPS), with info copy to HQ TRADOC, ATTN: ATCS-EOC. Format is at Tab B to Appendix 1 to ANNEX E to AMOPES.

(b) Accomplish Soldier Readiness Program (SRP) processing IAW AR 600-8-101 before any soldier identified for deployment departs to a CONUS Replacement Center.

(c) Report non-deployable soldiers to AR-PERSCOM telephonically, and include them in the next personnel strength report.

(d) Access all RC units and individual soldiers onto active duty IAW AR 600-8-101.

(e) If not already on hand, obtain software and equipment for conducting personnel inprocessing and/or Soldier Readiness Processing (SRP).

(f) Ensure that SIDPERS mobilization/deployment transactions and required strength reports are submitted in a timely manner.

(g) Ensure that deploying civilian personnel are reported in the Defense Civilian Personnel Data System (DCPDS) IAW guidance from CDR PERSCOM.

(h) Ensure deploying unit's accountable strength reflects only soldiers and civilians deploying with the unit.

(i) Maintain accurate SIDPERS personnel accountability during the redeployment/demobilization phase for all soldiers redeploying to the installation.

(j) Ensure that CONUS Replacement Center (CRC) deploying personnel are loaded in the Replacement Operations Automated Management System (ROAMS)

    c. Coordinating Instructions. AG, DCSBOS monitors deploy- able NRP strength reports at TRADOC installations.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND CONTROL. TRADOC installation commanders assume Command and Control of RC unit/individual personnel and civilians upon arrival at the installation.

Appendix 2 (Military Personnel Management) to ANNEX E (PERSONNEL) to TMOPES 1-97

REFERENCE: TRADOC Reg 614-11, Tasking for Individual Personnel

1. SITUATION.

    a. Enemy Forces. ANNEX B, Intelligence.

    b. Friendly Forces. (See basic plan).

    c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC provides military personnel management in support of mobilizing and deploying units and individuals, CONUS Replacement Center (CRC) operations, and other TRADOC missions.

3. EXECUTION.

    a. Concept of Operations.

        (1) TRADOC installations assist FORSCOM in deploying Active Component (AC) units, and mobilizing and deploying Reserve Component (RC) units IAW the FORSCOM Mobilization Plan.

        (2) Installations evaluate unit personnel shortages and initiate cross-leveling action, if necessary.

        (3) Soldiers deploying to a theater of operation as individuals deploy through a CRC. (See Appendix 4, this ANNEX).

        (4) CONUS training base units are exempt from cross-leveling/redistribution. TRADOC assigned instructor personnel and drill sergeants, to include those in mobilized RC training units, are governed by this policy. TRADOC installation commanders may internally cross-level instructors to accomplish mission, or coordinate through HQ TRADOC, ATTN: ATCS-EOC, a one-for-one exchange of deployable for non-deployable soldiers.

    b. Tasks.

        (1) DCSBOS.

        (a) Coordinate, and as directed by DA DCSPER, initiate personnel cross-leveling and/or redistribution actions within TRADOC.

        (b) Assist with redistribution of personnel between installations after completing internal cross-leveling actions.

Appendix 2 (Military Personnel Management) to ANNEX E (PERSONNEL) to TMOPES 1-97

       (c) Inform Total Army Personnel Command (PERSCOM) through TRADOC EOC of all cross-leveling actions completed.

       (2) Installations.

       (a) Mobilize and deploy RC units at or above the stated minimum level of personnel fill.

       (b) Complete a readiness evaluation of RC units reporting for active duty. Submit Unit Status Reports within 72 hours of unit arrival at mobilization station.

       (c) Complete all Soldier Readiness Program (SRP) requirements and mobilization out processing requirements contained in AR 600-8-101 before validating a unit for deployment or clearing an individual for departure to a CRC.

       (d) Provide for the maintenance of Military Personnel Record Jackets (MPRJ) of AC and mobilized RC soldiers deploying to a theater of operation.

       (e) Inform HQ TRADOC, ATTN: ATCS-EOC, of all cross-leveling actions completed.

       (3) Installations with CRC mission.

       (a) Confirm completion of SRP processing by losing installation.

       (b) Conduct required level 4 SRP soldier briefings.

       (c) Perform other responsibilities outlined in Appendix 4 this ANNEX.

4.   ADMINISTRATION AND LOGISTICS. (See basic plan).

5.   COMMAND AND CONTROL.

  a. Installation commander assumes command and control of all RC units accessed and all NRPs prior to deployment from the installation.

  b. Installation commander has UCMJ authority over NRPs and RC soldiers accessed to active duty at that installation.

Appendix 3 (Civilian Personnel) to ANNEX E (PERSONNEL) to TMOPES 1-97

REFERENCES: (See Tab A to this appendix)

1. SITUATION.

    a. Enemy Forces. ANNEX B, Intelligence.

    b. Friendly Forces. (See basic plan).

    c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC acquires and maintains a civilian work force capable of efficiently and effectively executing essential operational, contingency and mobilization support activities, regardless of the magnitude of operations. Deploys civilians as required.

3. EXECUTION.

    a. Concept of Operations.

        (1) AR 690-11 and Appendix 3 to ANNEX E, AMOPES, provide civilian manpower and policy guidance for mobilization planning and management. These documents and this appendix allow for maximum decentralization of authority for civilian personnel procurement and management during a rapid expansion of the Army. TRADOC mobilization planners, for each function at each organizational level, must consider both the military and civilian requirements in planning and working issues. All levels of the personnel community, to include Civilian Personnel Advisory Centers, directly participate in the planning stages for mobilization.

        (2) The use of civilian manpower to replace and release military personnel in CONUS for use in a theater of operation becomes critical as the size of the active duty Army force expands and the demand on civilian resources increases. In addition, the demand for civilian resources in a theater of operation may increase significantly.

        (3) The Assistant Secretary of the Army (Manpower and Reserve Affairs) activates the Department of the Army's emergency occupational deferment system.

        (4) TRADOC activities do not request an occupational deferment or a delay in reporting to active duty of Ready Reserve or military retired soldiers employed by the Army after declaration of a Presidential Selected Reserve Call-up (PSRC) or any mobilization. Reserve and retired military soldiers are

available for active duty within the alert time specified on
their mobilization order. Loss of these civilian personnel is
considered when developing mobilization staffing plans. Ideal
plans indicate civilians subject to recall at the different
levels of Graduated Mobilization Response (GMR). (See FM 100-17,
chapter 3, page 3.)

     (5) Only installation requirements which are not
satisfied from in-service resources are submitted to outside
recruitment for assistance in obtaining manpower.

     (6) Reservists and military retirees subject to recall do
not occupy emergency-essential (E-E), key or cadre positions.
(See AR 690-11.)

     (7) During all levels of mobilization the Commander,
Total Army Personnel Command (PERSCOM), has authority to task
across MACOMs to fill combatant command identified E-E civilian
positions.

     (8) Training and developing the individual civilian
manager and others needed to build and maintain employee skills
is an integral part of mobilization planning. The work force
assumes the added responsibilities of an emergency situation.
When emergency conditions require radical changes in operation or
rapid expansion of the civilian work force, training becomes as
important as the recruitment of workers. Managers identify
civilian mobilization training requirements and incorporate them
into the Mobilization Army Program for Individual Training (MOB
ARPRINT). The MOB ARPRINT identifies all courses conducted and
provides data showing the programmed requirements projected to
meet time phased incremental training base output requirements.

  b. Tasks.

     (1) Installations.

     (a) Provide mobilization planning to address Army
civilian and contractor issues to support the wartime mission of
the installation and tenant activities. Mobilization planning
follows the GMR levels to support all levels of mobilization.

     (b) Mobilization plans include a civilian personnel
annex. The annex provides an installation staffing plan and
methodologies to accomplish expeditious detail, reassignment,
recruitment, and training of employees, as necessary, to satisfy
the mobilization work requirements.

(c) Civilians occupying positions designated as emergency-essential (E-E) meet medical and physical requirements of the job. Properly train these civilians in soldier field survival tasks, weapons familiarization, and performance of duties in protective gear.

(2) Supervisors identify existing job descriptions and/or prepare job descriptions peculiar to their mobilization mission. When it is necessary to prepare new job descriptions on a projected basis, brevity is a primary objective. Descriptions need only provide factual support for assigned title, series, and grade. Supervisors provide civilian mobilization requirements (e.g. annotated MOBTDA) and copies of job descriptions, when title, series and grade are not sufficient for planning purposes, to the Civilian Personnel Advisory Center (CPAC).

c. Coordinating Instructions.

(1) Installation civilian personnel mobilization program planners coordinate with counterparts in the Local/State Employment Service, Department of Labor, Office of Personnel Management, Department of Defense agencies and nongovernmental industrial activities within the commuting area to reach a common understanding of civilian mobilization manpower and staffing program plans.

(2) In recruiting areas that include two or more DoD installations, Recruiting Area Staffing Committees (RASC) ensure area installations coordinate their recruitment efforts with Office of Personnel Management (OPM) and the local employment office. (See AR 690-11 and DoDI 1400.32 for additional guidance on RASC procedures.)

(3) Deployment of civilians OCONUS to a theater of operation requires prior approval by the Department of State and the specific theater unified commander or Combatant Commander.

(4) Maintain constructive and cooperative relationships with unions. Enlist the active support and assistance of union officials to improve production and services to fully utilize available manpower resources during an emergency. Conditions may require emergency action be taken without prior consultation or negotiation with unions. Within Operational Security (OPSEC) constraints, keep local unions fully informed of emergency conditions and situations.

4. ADMINISTRATION AND LOGISTICS.

a. Casualty and Mortuary Affairs. Accountability and processing of civilian employees, deploying or deployed, who become casualties follows the existing systems and procedures for military personnel.

b. Civilian personnel deployed to the Theater of Operation (Department of Defense employees, contractors, and other categories), should process at their home station. Civilians deploy through a CONUS Replacement Center (CRC) or other designated mobilization/deployment site, depending on the nature of the operation. DA civilian processing parallels, to the extent possible, Soldier Readiness Program (SRP) processing for the military. Generally, personnel are not deployed without proper training or without a complete issue of all necessary equipment and clothing. Report any unfulfilled training requirements or non-availability of equipment and clothing to HQ TRADOC, ATTN: ATCS-EOC, ATTN: DCST and/or DCSBOS Crisis Action Team (CAT) representative(s) for resolution. Requests for exceptions are coordinated and approved on a case-by-case basis.

c. Processing Requirements.

(1) DoD civilians deployed OCONUS to a theater of operation must meet basic medical, dental, legal, and administrative clearance standards prior to embarkation. Civilian contract personnel are, at a minimum, advised of peculiar medical risks and requirements, and their legal status prior to their embarkation. HQ TRADOC (ATBO-C) provides special guidance on civilian deployment processing requirements to designated TRADOC deployment sites and CRCs.

(2) Contract Personnel: HQDA establishes personnel criteria for contractors. Contractors provide personnel meeting the criteria. Installation or CRC commanders verify that contractor personnel meet requisite criteria established by HQDA. If required by PERSCOM, installations provide shots, civilian ID cards, Geneva Convention Cards and theater specific clothing and equipment. Depending on contract terms, contractors may provide physicals and some equipment for personnel. The installation commander directs contract personnel processing.

(3) Red Cross Personnel: PERSCOM provides specific guidance on processing criteria and equipment issue for Red Cross workers and the installation or CRC commander verifies. The installation commander directs Red Cross personnel processing.

d. Reports.

Appendix 3 (Civilian Personnel) to ANNEX E (PERSONNEL) to TMOPES
1-97

        (1) The Defense Civilian Personnel Data System (DCPDS)
is the standard automated system for DA civilian personnel.
Regional Civilian Personnel Operations Centers (CPOCs) enter all
required personnel data into DCPDS as soon as possible and update
DCPDS for all deploying civilian employees before their
embarkation.

        (2) HQ TRADOC (ATBO-C) provides TRADOC activities any
unique instructions applicable to DCPDS for any level of
mobilization. HQ TRADOC (ATBO-C), if required, directs the
frequency of any special DCPDS reports and/or the frequency of
data run cycles.

5. COMMAND AND CONTROL. (See basic plan).

Tab
    A - References

Tab A (References) to Appendix 3 (Civilian Personnel) to ANNEX E (PERSONNEL) to TMOPES 1-97

1. Related Publications.

    DFAS 37-105 Finance and Accounting for Installations:
     Civilian Pay Procedures

    AR 40-3 Medical, Dental, and Veterinary Care

    AR 135-133 Ready Reserve Screening, Qualification Record
     System, and Change of Address Reports

    AR 310-49 The Army Authorization Documentation System
     (TAADS)

    AR 500-5 The Army Mobilization and Operations Planning and
     Execution System (AMOPES)

    AR 570-4 Manpower Management

    AR 600-3 The Army Personnel Proponent System

    AR 600-4 Waiver of U.S. Claims for Erroneous Payments
     of Pay and Allowances

    AR 600-8-101 Personnel Processing(In and Out and Mobilization
     Processing)

    AR 601-10 Mobilization of Retired Members of the Army

    AR 640-3 Identification Cards, Tags, and Badges

    AR 690-11 Mobilization Planning and Management

    AR 690-400 Chapter 4302, Total Army Performance Evaluation
     System

    DA Pam 690-39 Family Assistance Handbook for Emergency-
     Essential Personnel and Family Members

    DA Pam 690-47 DA Civilian Employee Deployment Guide

    DA Pam 690-80 Use and Administration of Local Civilians
     in Foreign Areas During Hostilities

    DA Pam 690-400 Total Army Performance Evaluation System

    DoDD 1100.6 National Defense Executive Reserve

    DoDD 1200.7 Screening the Ready Reserve

Tab A (References) to Appendix 3 (Civilian Personnel) to ANNEX E (PERSONNEL) to TMOPES 1-97

DoDD 1400.31 Mobilization Management of the DoD Civilian Work Force

DoDI 1400.32 Mobilization Preparedness Planning for the DoD U.S. Citizen Civilian Work Force

DoDD 1404.10 Emergency-Essential (E-E) DoD U.S. Citizen Civilian Employees

DSSR Ch. 600 Government Civilians, Foreign Areas

FPM Ch. 230, Subchapter 4 Agency Authority to Take Personnel Actions In A National Emergency

JFTR, Volume 2 - Joint Federal Travel Regulation, Volume 2: Department of Defense Civilian Personnel

FM 100-17 Mobilization, Deployment, Redeployment, Demobili-zation

Federal Acquisition Regulation (FAR) and DOD and Army FAR Supplements

2. Prescribed Form.   DD Form 2365 - DOD Civilian Employees Overseas E-E Position Agreement.

3. Referenced Forms.

DD Form 489 - Geneva Convention Identity Card for Persons Who Accompany the Armed Forces

DD Form 1173 - Uniformed Services Identification and Privilege Card

DD Form 2461 - Authorization for Emergency Evacuation Advance and Allotment Payments

Appendix 4 (Replacement Operations) to ANNEX E (PERSONNEL) to
TMOPES 1-97

REFERENCES:

    FM 12-6, Personnel Doctrine
    AR 600-8-111 (DRAFT), Replacement Operations

1. SITUATION.

    a. Enemy Forces. ANNEX B, Intelligence.

    b. Friendly Forces. (See basic plan).

    c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC implements replacement operations
to support an operation, contingency or any level of
mobilization.

3. EXECUTION.

    a. Concept of Operations.

        (1) In support of an operation, contingency or
mobilization, fillers and replacements are provided by the
installation/command deploying units. When deploying and/or
mobilizing FORSCOM units, forward requests for additional filler
and replacement personnel to HQ FORSCOM.

        (2) CDR, Total Army Personnel Command (PERSCOM) directs
the flow of soldiers, including Non-Unit Related Personnel (NRP),
to assignments worldwide. PERSCOM provides personnel replacement
guidance to TRADOC (DCSBOS) for transmission to TRADOC
installations, agencies, schools and subordinate commands.

        (3) Units and individuals deploying to a theater of
operation normally deploy in a Temporary Change of Station (TCS)
status. Appropriate Army Regulations contain financial and
travel entitlement(s). Civilians are in TDY status.

        (4) As units deploy, installations report personnel
shortfalls to FORSCOM by grade and Area of Concentration
(AOC) or MOS for each unit deploying with fewer soldiers than
required by the Authorized Level of Organization (ALO).

        (5) CDR PERSCOM directs TRADOC (DCSBOS) to begin filler
and/or replacement flow to a theater of operation. DA DCSPER
directs TRADOC (DCSBOS) to establish CONUS Replacement Center
(CRC) operations.

(6) TRADOC installations deploying Active Component (AC)
and mobilizing and deploying Reserve Component (RC) units adhere
to all personnel planning and execution guidance outlined in the
FORSCOM Mobilization Plan (FMP).

   b. Tasks.

        (1) AG, DCSBOS.

        (a) Identify appropriate levels of CRC personnel
required to support all levels of mobilization and request
Operations Directorate gain access to the necessary CRC units.

        (b) Coordinate with Director, Logistics, DCSBOS, for
time-phased release of Organizational Clothing and Individual
Equipment (OCIE), Chemical Defense Equipment (CDE), and weapons
to support NRP flow requirements.

        (c) Report CRC processing capability daily to DA DCSPER.

        (d) Ensure installations complete all required SRP
processing for soldiers/civilians identified for deployment as
NRP.

        (e) Include in the command operating budget funding
requirements for OCIE, CDE and weapons for NRP.

        (f) Monitor CRC operations to identify additional
required resources not available within TRADOC and forward needs
to HQDA.

        (2) Installations hosting CONUS Replacement Centers.

        (a) Provide resources required to ensure timely
completion of CRC processing requirements. Report any shortfall
to HQ TRADOC, ATTN: ATCS-EOC.

        (b) At direction of DCSBOS, initiate CRC operations.

        (c) Accurately identify personnel and equipment required
to conduct CRC operations for all levels of contingency and
mobilization operations in mobilization plans.

        (d) When directed to initiate CRC operations provide HQ
TRADOC, ATTN: ATCS-EOC a daily report on the CRC processing
capability 10 days out. Report considers the manpower, facility
and OCIE/CDE/weapon issue capabilities.

(e)   Report to HQ TRADOC, ATTN: ATCS-EOC, personnel
identified for deployment who are deferred or delayed in
reporting to a designated CRC.

(3)   Installations/mobilization stations process
personnel identified for deployment IAW AR 600-8-101, Soldier
Readiness Program (SRP), and any unique requirements required by
a particular operation.

c.   Coordinating Instructions.

(1)   DA DCSPER is the Army staff proponent for replace-
ment and CRC operations.

(2)   CDR PERSCOM is the DA executive agent for replace-
ment operations and for directing the flow of NRP to a theater of
operations.

(3)   HQ TRADOC, DCSBOS, is the DA executing agent for CRC
operations.

4.   ADMINISTRATION AND LOGISTICS.

a.   Installations hosting CRCs.

(1)   Provide storage, handling and issue capabilities for
CRC operational stocks.

(2)   Provide billeting and mess facilities for Personnel
Replacement Battalions (PRB), Personnel Replacement Companies
(PRC), and NRPs.

(3)   Provide computer and personnel support for CRC
operations.

5.   COMMAND AND CONTROL.

a.   FM 12-6 outlines command and control for Replacement
Operations.

b.   Upon accession onto active duty PRBs come under the
command and control of the installation commander.

Tab
    A - CONUS Replacement Center Operations

Tab A (CONUS Replacement Center Operations) to Appendix 4
(Replacement Operations) to ANNEX E (PERSONNEL) to TMOPES 1-97

REFERENCE: AR 600-8-111 (DRAFT), Replacement Operations

1. SITUATION.

    a. Enemy Forces. ANNEX B, Intelligence.

    b. Friendly Forces. (See basic plan).

    c. Assumptions.

        (1) In developing plans for Presidential Selected
Reserve Call-up (PSRC) or higher mobilization authority, CONUS
Replacement Center (CRC) installations receive one CRC Personnel
Replacement Battalion (PRB) headquarters, and assigned CRC
companies.

        (2) CRCs support NRP flow involving a PSRC or higher
level of mobilization, unless HQDA otherwise directs.

        (3) When possible, CRC operations commence 30 days
before NRP flow.

2. MISSION. On order, TRADOC activates CRC operations to deploy
individuals, both military and civilian, to a theater of
operation.

3. EXECUTION.

    a. Concept of Operations.

        (1) A CRC ensures the maximum number of soldiers and
civilians identified as individual filler and/or casualty re-
placements for a theater of operation deploy IAW AR 600-8-101 and
the CRC Handbook.

        (2) Plans for CRC operations identify resource
requirements at loads of up to 100 personnel per day without
availability of PSRC; 200 personnel per day at PSRC; 300
personnel per day for partial mobilization; and 400 personnel per
day at full mobilization.

        (3) The CONUS Replacement Center Operations Handbook
contains CRC installation and CRC battalion and company planning
and execution responsibilities.

        (4) All personnel deploying to a theater of operation as
individuals, whether military or civilian, process through a

designated CRC. PERSCOM may consider exceptions to the use of a
CRC under the following conditions.

(a) The operation's scope and expected duration do not
indicate a requirement to provide Non-Unit Related Personnel
(NRP).

(b) The home station can equip and readily move any
required replacements from the unit home station to a theater of
operation using unit home station resources.

(5) For small contingency operations not requiring a
PSRC, CRCs may not be appropriate.

(6) When HQDA directs operational or contingency support
without corresponding level of mobilization authority, designated
CRC installations support CRC operations using available
installation assets. Installations may submit requests for
augmentation using recalled retirees or Reserve Component (RC)
soldiers on Temporary Tours of Active Duty (TTAD), to HQ TRADOC,
ATTN: ATCS-EOC. Initiate requests only for vacancies infillable
from available assets.

(7) CDR PERSCOM provides CRC installations projected
personnel processing loads, by time period.

(8) PRB commanders serve as installation commander's
agent in certifying soldiers and civilians as deployable. If no
PRB is available, installation commander creates provisional
structure to accomplish this mission.

(9) AG, DCSBOS identifies PRBs and PRCs for early order
to active duty to accomplish NRP flow mission. When possible,
activation date is 30 days before anticipated NRP flow.

   b. Tasks.

(1) AG, DCSBOS.

(a) Serve as the DA executing agent for CRC resourcing,
after funding is received from appropriate source.

(b) Monitor CRC operations, identify issues threatening
mission accomplishment and report operational issues to CDR
PERSCOM.

(c) Once DCSBOS approves, CRC operations commence at
designated installations.

       (2) CRC Installations.

       (a) Include CRC operations in installation mobilization
plans.

       (b) Execute CRC operations on order from HQ TRADOC.

       (c) Provide housing, mess and personnel support for CRC
operational units and NRP processed.

       (d) Provide storage and issue facilities for CRC
operational stocks.

       (e) Provide daily NRP status reports to PERSCOM with
information copy to HQ TRADOC, ATTN: ATCS-EOC.

       (f) Provide assigned PRBs and PRCs activation, movement
and employment guidance.

       (g) Provide assigned PRB with Automated Data Processing
Equipment necessary to accomplish CRC mission.

       (3) PRBs and PRCs develop activation, movement and
employment plans using guidance from their mobilization station.

   c. Coordinating Instructions.

       (1) AG, DCSBOS.

       (a) Coordinate CRC operations within DCSBOS and other
TRADOC staff sections to ensure mission accomplishment.

       (b) Coordinate with DCSBOS Logistics Directorate
requirements for OCIE, CDE, weapons and project stocks for timely
issue to support deployment of NRPs.

       (c) Coordinate CRC planning and operations with DA
DCSPER and PERSCOM, as appropriate.

4. ADMINISTRATION AND LOGISTICS. (See basic plan)

5. COMMAND AND SIGNAL.

   a. U.S. Army Reserve Command (USARC) retains control of
computer systems located at PRBs' home station.

    b. Installation commanders assume command and control and
UCMJ authority of the PRBs and PRCs upon arrival at the
installation.

Appendix 5 (Casualty and Mortuary Affairs Operations) to ANNEX E (PERSONNEL) to TMOPES 1-97

REFERENCES:

    FM 12-6, Personnel Doctrine
    AR 600-8-1, Army Casualty and Memorial Affairs and Line of
     Duty Investigations
    DA PAM 608-33, Casualty Assistance Handbook

1. SITUATION.

    a. Enemy Forces. ANNEX B, Intelligence.

    b. Friendly Forces. (See basic plan).

    c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC executes Army Casualty System and the Mortuary Affairs Program in support of operations, contingencies, and any level of mobilization.

3. EXECUTION.

    a. Concept of Operation.

        (1) Conduct casualty and mortuary affairs operations IAW FM 12-6, Personnel Doctrine, and AR 600-8-1, Army Casualty and Memorial Affairs and Line of Duty Investigations. Adhere to these guidelines unless otherwise directed by HQ TRADOC or HQDA.

        (2) Current Death Program is operational in peacetime, and continues outside a designated theater of operation during any military contingency, operation or mobilization.

        (3) Casualty assistance supports Concurrent Return Program IAW AR 600-8-1 and DA Pam 608-33.

        (4) TRADOC provides casualty, mortuary and survivor assistance as directed by HQDA.

    b. Tasks.

        (1) TRADOC Casualty Affairs Officer manages execution of the Army Casualty System and the Mortuary Affairs Program throughout TRADOC.

        (2) TRADOC installations develop and execute casualty assistance and mortuary affairs plans to support military operations as directed by HQ TRADOC.

Appendix 5 (Casualty and Mortuary Affairs Operations) to ANNEX E (PERSONNEL) to TMOPES 1-97

4. ADMINISTRATION AND LOGISTICS. Administrative and logistical support for casualty and mortuary affairs is provided by the command, agency or installation administering such support.

5. COMMAND AND CONTROL. (See basic plan).

Appendix 6 (Family Assistance and Morale, Welfare, and Recreation (MWR) Operations) to ANNEX E (PERSONNEL) to TMOPES 1-97

REFERENCES:

    AR 215-1, Nonappropriated Fund Instrumentalities and Morale,
     Welfare, and Recreation Activities
    AR 215-3, Nonappropriated Funds Personnel Policies and
     Procedures
    AR 215-4, Nonappropriated Fund Contracting
    AR 600-20, Army Command Policy
    AR 608-1, Army Community Service Program
    AR 608-10, Child Development Services
    DA PAM 608-47, A Guide to Establishing Family Support Groups
    FM 12-6, Personnel Doctrine

1. SITUATION

    a. Enemy Forces. ANNEX B, Intelligence.

    b. Friendly Forces. (See basic plan).

    c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC provides family support services
and Morale Welfare and Recreation (MWR) services to families of
Active Component (AC) and Reserve Component (RC) military members
and civilians mobilized and/or deployed at, or near, TRADOC
installations.

3. EXECUTION.

    a. Concept of Operations.

        (1) Provide Family Assistance and support services to
families of AC, RC, and civilian personnel mobilized and/or
deployed in support of U.S. operations. Pre-mobilization
planning for family assistance provides a comprehensive,
realistic, flexible, and coordinated delivery system for
mobilization and deployment activities. This system normally
includes a Rear Detachment for Family Assistance, Army Community
Service (ACS), Family Assistance Centers (FACs), Family Support
Coordinators (FSCs), and Family Support Groups (FSGs).

        (2) Family assistance during deployment, mobilization
and emergencies provides needed support and information to
immediate and extended family members and dependents of soldiers
and deployed civilians. Services include emergency financial
assistance, emergency food and shelter, crisis intervention,
legal information, Defense Enrollment Eligibility Reporting
System (DEERS) assistance, Civilian Health and Medical Program of

the Uniformed Services (CHAMPUS) assistance, recreation, child care, counseling, and information and referral assistance. Installations may provide other services at their discretion.

      (3) All command levels develop family assistance plans in both AC and RC units to address various phases of deployment or mobilization, and include requirements for Rear Detachments for family assistance and the establishment of FACs. Overall unit/installation contingency plans include as a minimum:

      (a) Type of information and support services offered to families during all phases of the mobilization and deployment.

      (b) Component and agency roles and responsibilities for implementing the plan.

      (c) Resource requirements to implement various phases of the plan.

      (d) Mobilization Tables of Distribution and Allowances (MOBTDA) requirements to include Individual Mobilization Augmentee (IMA) personnel and retiree recalls.

      (e) Facility requirements to accommodate all projected program expansions and location of FAC.

      (4) Adequate Morale, Welfare, and Recreation (MWR) systems support members of the Army family.

      (a) Peacetime MWR programs provided at TRADOC installations continue after mobilization. However, the emphasis of personnel and facilities varies with local mission.

      (b) MWR activities support units and individuals awaiting deployment, as well as permanent party personnel, using Non-appropriated Funds (NAF) or Appropriated Funds (APF) (or combination thereof). As a minimum, MWR activities include:

      <u>1</u> Library facilities.

      <u>2</u> Self-directed and intramural sports.

      <u>3</u> Unit level sports programs.

      <u>4</u> Recreation centers and community activity facilities.

      <u>5</u> Free motion picture service to isolated units.

<u>6</u>   Professional entertainment.

<u>7</u>   Unit level activities provided in unit gymnasiums and entertainment centers.

<u>8</u>   Youth Services, Child Development Services, and family oriented MWR activities.

(5)   Commanders ensure soldiers have adequate family care plans IAW AR 600-20 (Army Command Policy) and DoDI 1342.19 (Family Care Plans). Emergency essential civilian employees and deploying civilians also prepare family care plans. Supervisory personnel of such civilian employees ensure plans are adequate.

(6)   Individuals requiring services utilize the closest military facility.

(7)   Installations provide personnel to update and issue ID cards, provide medical, legal and Chaplain services, and incorporate procedures in local mobilization plans.

  b.   Tasks.

(1)   Installations.

(a)   Review adequacy of Department of the Army civilian and soldier family care plans during mobilization processing.

(b)   Provide predeployment briefings to soldiers and family members during mobilization processing.

(c)   ACS representatives participate in unit mobilization processing and deployment manifesting operations.

(d)   Establish Family Assistance Centers (FACs) upon notification of mobilization and/or deployment. Hours of operation depend on level of mobilization and number of soldiers deployed. Installation commanders staff and resource FACS to meet local needs.

(e)   Child Development Services (CDS) and Youth Services (YS) programs expand services and hours as directed by installation commander.

(f)   MWR directors provide facilities and programs to meet differing needs of installation personnel during mobilization and deployments.

       (g) Integrate RC unit Family Support Coordinators into
installation family support and MWR planning and operational
efforts.

       (h) Maintain contact and coordination between Family
Program Coordinators of RC units and installation Family
Assistance Center and Director of Personnel and Community
Activities (DPCA). This includes RC units mobilizing at or
through the installation.

       (i) Make sure AC and RC units assigned, mobilized and
deployed from the installation form Family Support Groups (FSGs)
to provide adequate support. Installation ACS provides training
and support to unit FSGs.

       (j) Identify family support and MWR coordinator Points
of Contact (POCs) to HQ TRADOC, ATTN: ATBO-F.

4. ADMINISTRATION AND LOGISTICS. Family Assistance Centers
(FACs) are easily accessible and well identified. FACs co-locate
representatives of support offices (e.g. ACS, SJA, Finance
Office, Chaplain, Red Cross, Education Center, etc.) whenever
possible.

5. COMMAND AND CONTROL. (See basic plan).

Appendix 7 (Postal Operations) to ANNEX E (PERSONNEL) to TMOPES 1-97

REFERENCE: DoDD 4525.6-M, DoD Postal Manual, Vol 1 and 2.

1. SITUATION.

   a. Enemy Forces. ANNEX B, Intelligence.

   b. Friendly Forces. (See basic plan).

   c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC provides postal services to units and Non-Unit Related Personnel (NRP) during any operation, contingency or mobilization.

2. EXECUTION.

   a. Concept of Operations.

      (1) Installations provide postal support required during mobilization, to include locator service for deploying unit/individual soldiers and civilians. DoD Directive 4525.6-M takes precedence over AR 600-8-3 in the event of conflicting guidance.

      (2) Installation mobilization plans incorporate postal support for demobilization of Reserve Component (RC) units and NRPs.

      (3) Standardized address format is:

        (1st line) GRADE NAME (First, MI, Last)
        (2nd line) UNIT NUMBER AND DESIGNATION
        (3rd line) APO (appropriate state code, e.g., AE, AA, AP, AC, etc.) 09nnn

      (4) Army postal units provide administrative and logistical planning and coordination requirements IAW DoD Directive 4525.6-M, Volumes I and II; and FM 12-6, Personnel Doctrine.

      (5) Brigade, battalion and unit level mail rooms are responsible for administrative and logistical planning and coordination requirements IAW DoD Directive 4525.6-M, Volumes I and II; FM 12-6, Personnel Doctrine; and AR 600-8-3, Unit Postal Operations.

   b. Tasks.

(1) Installations.

(a) Identify support personnel and cost necessary to provide postal service in support of operations, contingencies and all levels of mobilization and demobilization.

(b) Develop contingency plans to provide postal service to deploying and redeploying forces to include CONUS Replacement Center (CRC) NRPs.

(c) Comply with additional responsibilities included in DoD 4525.6-M, Volume I, Chapter 1, Item 103-7 and in DoD 4525.6-M, Volume I, Chapter 2, Item 216.4

c. Coordinating Instructions.

(1) Installations coordinate with HQ TRADOC, DCSBOS, ATTN: ATBO-B, for postal requirements.

(2) Installation postal services coordinate with RC units' postal clerks to provide updated names and addresses of activated members on locator cards to include CRC deploying NRPs.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND SIGNAL. (See basic plan).

Appendix 8 (Demobilization - Separation/Transition - Procedures)
to ANNEX E (PERSONNEL) to TMOPES 1-97

REFERENCES:

    AR 310-10, Military Orders
    AR 600-8-7, Retirement Services Program
    AR 600-8-101 Personnel Processing (In-and-Out and
     Mobilization Processing
    AR 600-8-104, Military Personnel Information
     Management/Records
    AR 623-105, Officer Evaluation Reporting System
    AR 623-205, Enlisted Evaluation Reporting System
    AR 635-10, Transition Processing
    AR 635-100, Officer Personnel
    AR 635-200, Enlisted Personnel
    AR 672-5-1, Awards and Decorations (Supplemental wartime
     awards guidance provided by HQDA as available)
    AR 680-1, Personnel Accounting and Strength Reporting

1. SITUATION.

    a. Enemy Forces. ANNEX B, Intelligence.

    b. Friendly Forces. (See basic plan).

    c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC demobilizes Reserve Component (RC)
units and individuals at the conclusion of their service in
support of an operation, contingency or any level of
mobilization.

3. EXECUTION.

    a. Concept of Operations.

        (1) AG, DCSBOS designates one or more CONUS Replacement
Centers (CRC) or installations as CONUS demobilization centers
to process soldiers returning from a theater of operations as
individuals for separation and transition. Replacement and
demobilization operations could be taking place simultaneously
based on continuing replacement commitments.

        (2) Soldiers stationed in CONUS scheduled for separation
and transition are out-processed at installation of
assignment.

        (3) RC Unit members redeploying to CONUS demobilize at
the units' designated demobilization station. Normally this is

the same installation which mobilized the unit. RC units not
deployed OCONUS out-process at the unit's current duty station.

(4) HQ TRADOC announces designated and appropriate Unit
Identification Codes (UIC) for reassignment of individual being
returned for separation.

(5) Installations designated as demobilization stations
include required mission resources in mobilization plans.

(6) Installations coordinate arrival ceremonies for both
units and individuals.

(7) Priority for out-processing is to soldiers serving
involuntarily on active duty.

(8) Soldiers initially activated from the Individual
Ready Reserve (IRR) and subsequently assigned to a unit, out-
process with the unit.

b. Tasks.

(1) AG, DCSBOS.

(a) Ensure installation planning documents include
requests for required and demobilization resources, and provide
resources at execution.

(b) Designate individual demobilization sites when
DCSBOS approves.

(2) Installations.

(a) Prepare demobilization plans and execute on order.

(b) Report demobilization resource shortfalls to HQ
TRADOC, ATTN: ATCS-EOC.

c. Coordinating Instructions.

(1) AG, DCSBOS maintains continuous coordination during
demobilization with DA DCSPER, PERSCOM and installations to
provide prompt issue resolution, and maintains an accurate
demobilization status.

(2) Installations coordinate with demobilizing units,
Continental U.S. Army (CONUSA) and FORSCOM to establish unit

demobilization dates, publish accurate orders, and ensure timely
demobilization.

      (3) Installations coordinate receipt and delivery of
Military Personnel Record Jackets (MPRJs) to correct locations
for individuals who deployed or mobilized without their MPRJ.

4. ADMINISTRATION AND LOGISTICS. AG, DCSBOS provides required
administrative and logistics support for demobilization
operations.

5. COMMAND AND SIGNAL.

    a. Installations assume command and control of units and
individuals upon arrival at the installation for demobilization
processing. For RC units, the installation retains command and
control until arrival at their home station.

    b. FORSCOM/USARC assume command and control of RC units upon
arrival at their home station.